

22 August 1978

MEMORANDUM FOR: Director of Central Intelligence  
THRU: Deputy Director of Central Intelligence  
FROM: Herbert E. Hetu  
Director of Public Affairs  
SUBJECT: Proposed Note from the Director

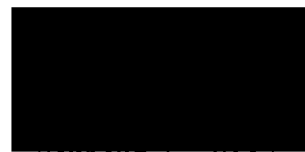
*OK with changes*

1. As you requested, a proposed Note is attached which includes the President's remarks to the Agency. A companion item on the VFW award is also included.

2. The entire transcript of the President's remarks are included. As you will see, they are really not too lengthy. I am afraid that editing them might make it appear that you censored the parts you didn't want people to read, which might impeach the credibility of the overall event.

3. Recommend you approve the attached Note for immediate publication.

25X1A



Herbert E. Hetu

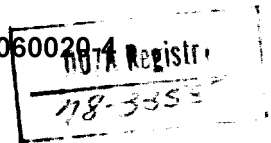
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*YOUR STATEMENTS ON: 24 AUG 1978*



*Why not appear 4 weeks ago - ILLEGIB*

*ARE YET TO APPEAR*



# PRESIDENT CARTER'S VISIT

I want to express my sincere gratitude to the many who assisted in making President Carter's visit on August 16th such an outstanding success. Just as I take pride in you, we can all take pride in the President's message, which speaks for itself:

Admiral Turner and distinguished leaders, members of the Central Intelligence Agency. It's a pleasure for me to be out here to meet with you and to express again my feelings about our nation and about what you do to protect it and to make it even greater than it already is.

A year and a half ago, I was here for my first visit at the time of the swearing-in ceremony of the Director, Admiral Stan Turner. I've told many groups that one of the most pleasant surprises that I have had as President of our country has been the quality of work done by the Central Intelligence Agency. And I want to thank you for that.

You've made my job easier. The decisions that I must make on a daily basis require objective and accurate unbiased analyses of very complicated issues. It's difficult for someone in my position to distinguish between the appearance of things and the actual facts, the reality of them. And you do a superb job in trying to bring to me and others who make opinions and then make decisions about what our nation should do in the pursuit of our own goals and purposes, in the enhancement of our own ideals and principles.

In the last number of years, the purpose of the CIA has been changing. Your assignment is different now from what it was. There was a time not too long ago when your almost unique responsibility was to assess the activities and the potential activities of the Soviet Union. That obviously is still one of the important assignments that you have. But now your duties extend to the analysis of almost every region of the world, almost every country on earth. Our close allies and friends, we need to understand their special problems, their special opportunities, how we can work better with them, the attitude of their people; to study food production, agriculture, forestry, economics, mining, labor. A very, very complicated, very diverse analysis problem for you all.

I know the heroism demonstrated by many of you. Nathan Hale, who is recognized here and who died, I believe, 202 years ago, said, "My only regret is that I have but one life to give for my country."

Behind me in this ~~auditorium~~ <sup>forum</sup> are commemorated 35 agents of the CIA who've given their lives for the service of our country, not adequately recognized for heroism, some not even recognized by name; 17 of them, their names not even known, or revealed, because they lost their lives for our country in clandestine operations.

But all of you represent the attitude and the commitment, the willingness to sacrifice, the patriotism of those who gave the supreme sacrifice.

I think the relations between the CIA and the American public have been substantially improved in recent months. The relationship between the CIA and the Congress has been substantially improved in recent months.

-3-

Some who've been here for many, many years have had an inclination to be concerned about the increased openness, the willingness of Stan Turner and myself to let the American people know who you are, what you do, some aspects of your work which don't violate the security of our country. ~~and there~~<sup>is</sup> a growing appreciation for what this agency does, what you individually do for our nation.

But there is a conflict with which you need to help me, and that is the balancing between legitimate openness, which enhances your work and protects the interests of our country, on the one hand, and the careful preservation of security, the non-revelation of secrets which you hold which can be very damaging to our nation if revealed. It takes intelligence, it takes sound judgment, it takes common sense to draw that distinction. But those are characteristics which you exhibit very well every day.

I'd like to say in closing that I appreciate what you are, what you do: the high professionalism, training, education, experience that you bring to your job and which you demonstrate every day with your good work; the honesty and integrity that you present to me and to your other superiors, to the Congress, to the public for critical examination. You almost are in the position of being like Caesar's wife. You have to be even more pure and more clean and more decent and more honest than almost any persons who serve in government, because the slightest mistake on your part is highly publicized and greatly magnified, whereas your great achievements and successes quite often are not publicized and are not recognized, and certainly are never exaggerated.

I'm glad that we have this partnership.

There is now a stability in the CIA, which has been brought by Admiral Turner and joined by Frank Carlucci, that I hope will permeate your lives for many months, many years to come. There have been too many shocks, too many rapid changes in the past. But the policies that have now been established by Executive Order, by sound decisions, by cooperation, and in the future by law will give you a much surer sense of what the future will bring, will liberate you individually, in effect, to make your own beneficial impact in our country be even greater.

I know how serious uncertainty is in a person's life.

We've assigned to the CIA, because we trust you, additional responsibilities for tasking the entire intelligence network for preparing the budget, under close supervision, for better coordination among the different agencies that have a contribution to make to security. And I'm very pleased and very confident that this new assignment of authority and responsibility will be borne by you equally as well as you have demonstrated your ability to carry out functions of supreme importance to our country in the past.

So, as President of our nation, as a partner with you in creating a better nation in the future, I express my thanks to you for a superb job, and my confidence that you and I, Director Turner and others can do even better in the future.

Thank you very much.

-5-

VFW AWARD TO CIA

I travelled to Dallas, Texas, on 21 August, to receive on behalf of the entire Central Intelligence Agency the Americanism Gold Medal presented by the Veterans of Foreign Wars of the United States. I intend to find an appropriate place to display, where all can see it, the handsome medal and citation which accompanied it. <sup>ARE ON DISPLAY IN THE CASE NEAR THE ENTRANCE TO THE CREDIT UNION AT</sup> The citation reads:

The United States' international protector against foreign subversion; a force for decency and democracy; quiet guardian of our hard-won liberties; a sure shield of the Republic.

The Veterans of Foreign Wars of the United States confers its 1978 Americanism Award upon the Central Intelligence Agency and all who labor therein.

*We can all be pleased at this public recognition of our continuing contribution to our country and grateful to the VFW for doing this for us.*

STATINTL

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Approved For Release 2001/11/23 : CIA-RDP81-00142R000300060020-4

DIRECTOR'S NOTE

28

~~OPENNESS POLICY~~

COMMUNICATING WITH THE PUBLIC

Is greater openness just a passing fancy? Can we ride out the current efforts by the public and the press to uncover every secret operation in the expectation that this too will pass and, when it does, we will be able to return to the traditional secrecy we once enjoyed? The answer is a simple but unequivocal, no. Moreover, we should not aspire to this.

Recent investigations and exposures have opened a door which cannot be closed. The realities of recent history cannot be ignored. A significant evolutionary step has been taken in the relationship between the public and the CIA which will not be wished away. But this is not bad. Greater openness is fundamentally in both the public's and the CIA's best interests.

- The American taxpayer has a right to expect a return on the taxes he pays. We should make every effort to maximize that return by sharing with the public all the information we can within the constraints of national security interests.
- As technical collection systems proliferate and the amount of information we collect grows, we must make every effort to reduce the amount of secrets we keep. It is to our benefit to feel a certain amount of external pressure to classify only what is truly



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sensitive and move the rest into the public domain. It is too easy in a bureaucracy to classify everything. For an intelligence organization to do so would be both inept and dangerous.

- The public depends on Congressional oversight to assure them that we are functioning within the law and in a responsible manner. By our being forthright with the Congress, we satisfy this legitimate public concern and gain both Congressional guidance and their sharing of responsibility.
- Finally, public support is essential to the survival of every government department or agency. The CIA cannot expect this support unless the public, by knowing in a general sense what we are doing, appreciates the important role we play in the national well-being. The effects of the past few years' disclosures might have been far less severe if the public had had a better understanding of how well they were being served otherwise.

A policy of greater openness is the inevitable result. This does not mean that we are going to throw open the front doors and unlock the files. Legitimate secrets must be protected as vigorously as ever.

But at the same time, we must recognize that a greater degree of openness is a basic charge in the way we must do business. I urge you to be conscious of unnecessary or over-classification, to be sensitive to opportunities where candor will improve understanding without harming operations, and, finally, to accept and support this policy fully.

WHAT THE DCI IS SAYING IN PUBLIC

In meeting with the media and the public, I have found there are certain recurring themes inherent in their queries. The brief responses below are somewhat typical of answers I gave to various questions while on a recent speaking trip to the West Coast.

ENEMY COVERT ACTION

It is time some media and public attention is focused on the activities of some of our detractors. A group in Washington, D.C. has set themselves up to systematically uncover and expose intelligence activities. They have begun to publish a Covert Action Bulletin with the avowed purpose of disclosing sensitive information. A week long Youth Congress has just concluded in Havana which became a platform for anti-CIA and anti-American propaganda. A new book called Dirty Works is about to be published that purports to disclose the names of many CIA personnel. All of those activities take money and coordinated planning. I would urge some of you investigative reporters to look into these activities like you do the CIA.

LEAKS

The unauthorized disclosure of sensitive information has become one of my major concerns. We must tighten security around sensitive information on which we depend. Disclosures not only

alert our enemies to what we know, but they also dry up our sources of information. Assets have told us that they hesitate to provide information because of the fear it will appear in the next day's newspapers. Our relations with other intelligence services are also damaged because governments are reluctant to provide us information they have collected for fear it will be disclosed. More importantly, lives are endangered--the lives of our employees, our agents--and in the long run, yours and mine.

#### ROLE OF HUMAN COLLECTOR

While collection by advanced technical means has made enormous strides in recent years, it can never replace the need for the human collector in the field. Indeed, as technology increases, so does the need for the human spy who alone can collect information on future plans, on motivation and on intentions. We still haven't been able to invent a technical tool that looks inside a man's head.

#### CHARTER LEGISLATION

New charter legislation is highly desirable. It will put a comprehensive statutory base under the intelligence function. At the same time the new legislation must not get so detailed that it will inhibit collection and analysis and stifle individual initiative. Intelligence business requires risk-taking both in the gathering of intelligence and in analyzing it. Analysts every day have to stick their necks out to obtain a piece of information or make judgments. We welcome adequate oversight but don't need micro-management from the outside.

~~DRAFT~~ DIRECTOR'S NOTE 29

~~SECRET~~ PROTECTING OUR SECRETS

I have recently published a Director's Note on why we have a policy of greater openness to the public wherever possible. I stressed in that note that this policy does not in any way relax our policy of keeping our secrets secret. I want to reemphasize that point because it is critical to our continued success. There are three areas where I would like to dispel possible misunderstandings on what must be kept secret:

1. Because we are being more open, some people believe that any employee may decide what information should be revealed. The rules have not changed. Classification authority rests where it always has. Individuals are no more free than before to declassify and release classified information. With the exception of the DDCI and myself, release to the public is made through the Office of Public Affairs, the FOIA office and a few other authorized offices, not by individuals. It is important also to remember that contact with members of the media other than for social purposes is controlled by [REDACTED] which fixes the responsibility and provides the guidance for such contacts. Because of the sensitivity of our work, contact with members of the media must be through and with the knowledge of the Office of Public Affairs. Breaches of this policy are serious matters.

STATINTL

2. Since Watergate and Ellsberg, there has been a tendency to misunderstand the role of "whistle blowing" leading to the assumption by some that whistle blowing necessitates "going public." None of us wants excesses or errors to go unreported, but legitimate alternatives to blowing one's whistle in public have been devised. Any conscientious employee who truly wants to correct rather than destroy, and who cares about the Agency and the credibility of the United States Government will exhaust these alternatives before going public:

- a. I continue to urge you to write to me directly and personally, in confidence, and anonymously if you prefer.
- b. Report what you believe to be errors to the Inspector General. This provides a mechanism for full and impartial examination of the problem and subsequent review by me.
- c. You have direct access to the President's Intelligence Oversight Board if you believe you will not receive a suitable hearing within the Agency. It can be reached at the Old Executive Office Building.

In short, while we all have the right to dissent we must also recognize our obligation to dissent in a responsible manner. The responsible "whistle blower" will exhaust all established channels for expressing dissent before turning to the last resort of "going public."

3. There is often a feeling that all breaches of security occur in some other component of the government. Congress thinks that the leaks come from the Executive Branch; the Executive Branch blames Congress; those in one Executive Department believe all leaks come from a different department, etc. It is time that we appreciate the basic fact that leaks and the vulnerability to espionage can and do occur everywhere. Much that must be done to improve security lies within our ability to control; for example:

- Do you know that the person to whom you are passing sensitive information has the correct clearances?  
Beyond that, do they need to know this information?
- Do you double talk on the telephone?
- Do you improperly take classified materials out of our buildings? Spot checks say yes.
- Do you Xerox controlled materials?
- Do you put more detail on sources and methods in written materials than is necessary?
- In discussing some support activity do you give away the nature of a classified operation being supported?

This problem of tightening our own internal security is as high on my list of concerns today as any other. We cannot be complacent. I ask your thoughtful and diligent cooperation. Security is the responsibility of each one of us.